# Southeast New Mexico College

# **REQUEST FOR PROPOSAL (RFP)**

RFP# 202508001

# **Compensation Study**



RFP DUE TIME AND DATE: PROCUREMENT CONTACT:

E-MAIL:

5:00 pm MDT 10/14/2025 Rebecca Silva at 575-234-9213 purchasing@senmc.edu

## LOCATION:

Southeast New Mexico College Procurement Services Main Building, Room 108 1500 University Dr. Carlsbad, NM 88220

# OFFICIAL CONTACTS ONLY

This RFP contains restrictions on contact with Board of Trustees, SGSENMC, Faculty and Staff, SENMC's consultants or others working on behalf of SENMC. Violation of this policy may lead to disqualification. See General Instructions on page 7 of this document.

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# **OVERVIEW**

Southeast New Mexico College Procurement Services has issued this competitive sealed request for proposals for the purpose of obtaining responsive proposals from responsible parties to provide a Compensation Study for SENMC Faculty & Staff. As noted in the Evaluation Criteria, cost is only one component of the evaluation criteria for the award of this RFP.

## RFP SCHEDULE

SENMC Procurement Services will make every effort to adhere to the following schedule:

| Event  | Responsibility                           | Date       |
|--|--|------------|
| 1. Issuance of RFP                                 | SENMC                                    | 8/18/2025  |
| 2. Deadline to Submit Written Questions            | Potential Respondents                    | 9/15/2025  |
| 3. Response to Written Question/RFP Amendments     | SENMC                                    | 9/29/2025  |
| 4. Submission of Proposals                         | Respondents                              | 10/14/2025 |
| 5. Review of Proposals                             | SENMC Evaluation Committee               | 10/20/2025 |
| 6. Board of Trustees Approval of selected Proposal | Board of Trustees                        | 11/10/2025 |
| 6. Agreement Negotiations                          | SENMC Procurement<br>Services/Respondent | TBD        |
| 7. Agreement Awarded                               | SENMC Procurement Services               | TBD        |
| 8. Agreement Effective Date                        | SENMC Procurement Services               | TBD        |
| 9. Timeline to complete SOW                        | Awarded Respondent                       | 3/16/2026  |

### **BACKGROUND**

Southeast New Mexico College "SENMC" was established in 1950 as the State's first Community College and was named the Carlsbad Instructional Center. Ten years later, the Center was renamed as a branch campus of New Mexico State College System. In 1980, the campus was relocated to a new building, which was expanded with an additional wing of classrooms in 1987. In 1996, computer facility wing for occupational programs was added to the existing facilities. The newest building, the Allied Health Center was completed in 2011 to house programs in Nursing and Allied Health.

The College celebrated its 70th-year record of accomplishments on October 2, 2020. Throughout its existence, the College has helped shape lives and in turn, shape the community of Carlsbad. The College appreciates the continued support of the Carlsbad and Eddy County communities. Effective July 1, 2021, SENMC Carlsbad started another phase of its rich history by transitioning from NMSU Carlsbad to Southeast New Mexico College as an independent Community College.

On April 1, 2022, Southeast New Mexico College began its new chapter as an independent Community College.

# **SCOPE OF WORK**

#### STATEMENT OF WORK - SENMC

#### 1. INTRODUCTION

SENMC is seeking proposals from qualified firms to complete a comprehensive compensation study that will examine the current job descriptions and pay scales for both faculty and staff to determine if they are accurate and if they provide a guideline for equitable wages that are commensurate with equivalent jobs within the community and with industry peers. The selected firm will also make recommendations to rectify any shortcomings found during the study.

#### 2. SCOPE OF WORK

- A) Staff Compensation Study SENMC intends to contract for a compensation study focused on job descriptions, salaries, market comparison, and equity analysis for approximately 105 full-time staff (non-faculty) positions. The study should incorporate education qualifications, experience, longevity, and the premiums sometimes offered to attract employees in high-demand or difficult-to-fill positions, as well as a discussion of the efficacy of these premiums and a recommendation concerning them. A copy of the current staff pay structure is included as Exhibit A.
- B) Faculty Compensation Study SENMC intends to contract for a compensation study focused on the salaries and a market comparison for an estimated 43 full-time, ranked, teaching and non-teaching faculty positions. The study should incorporate education qualifications, experience, longevity, and the premiums sometimes offered to attract faculty in high-demand or difficult-to-fill positions, as well as a discussion of the efficacy of these premiums and a recommendation concerning them. A copy of the current faculty pay structure is included as Exhibit B.

#### 3. CONSULTANT RESPONSIBILITIES

The consultant will conduct activities that shall include, but are not limited to the following:

o Provide a timeline for the project with milestones and the expected achievement date of the milestones.

- o Market Surveys Provide the College with market surveys including at least 4 comparable higher education institutions (distinguishing between general education and technical education teaching faculty positions, non-teaching faculty, and staff positions) and comparable private and public sector (non-education) employers for certain staff positions (IT, finance, facilities, police, etc.). The survey data should include salaries and wages, employee cost for medical health insurance options, and retirement benefits (contributory and noncontributory).
- O Assessment Assess current pay structures and classification of positions as compared to the market data.
- O Pay Structure Recommendations Provide pay grade and salary adjustment recommendations while also ensuring internal equity among employees. Provide the College with recommendations for ongoing compensation administration including annual adjustments to pay ranges, pay range movements by position, and recommended salary adjustments. Separate pay structures should be maintained for faculty and staff.

## 4. SPECIFIC PROJECT REQUIREMENTS

- A) Job Description Analysis
- B) Review job descriptions for each position at the college, which include required qualifications, duties, supervisory line, and salary ranges, for accuracy and relevance.
- C) Interview employees and compare what they do with their job description and make recommendations for adjustments.
- D) Faculty Compensation Analysis
  - 1. Pay Models Assess specific classifications for faculty and recommend alternative pay models proposed to be competitive in the market. The faculty pay schedule (matrix) is attached as Exhibit A.
  - 2. Faculty Comparison Groups When selecting comparable institutions for faculty positions, SENMC faculty hold rank, and that faculty are placed on the current pay structure based on education and number of years with the institution. New faculty are placed on the pay structure based on education and experience. Depending on the classification and years of full-time service at SENMC, applicable titles are given (instructor through full professor).
  - 3. The promotion and tenure scheme has been approved and is attached in Exhibit B for your information.
  - 4. Hiring Approach Recommendations should be made on the hiring practices for faculty, considering industry work experience as well as teaching experience.

### E) Staff Compensation Analysis

1. Pay Models - Assess specific pay grade classifications for all staff level positions, including exempt and nonexempt positions, administrators, and executive level positions. Evaluate the current pay structure and recommend alternative pay

- models to be competitive in the market. The staff pay schedule is attached as Exhibit B
- 2. Placement in Pay Grades A job description evaluation of all staff positions should be conducted to identify the positions to be included in each pay grade. Determine whether staff positions are properly placed within existing pay grades and make recommendations as appropriate.

## F) Market Analysis

- 1. Select Comparable Employers Provide recommended entities to be used in the survey process for faculty and staff positions, subject to college approval.
- 2. Conduct Survey Survey salary and benefits (limited to employee medical health insurance costs and retirement contributions) for peer institutions and market competitors as compared to the College.
- 3. Comparison Assessment Determine the College's comparable standing for salaries, medical health insurance, and retirement among its peers and market competitors. Respondent should include a cost-of-living index ratio for immediate location of entity and average for surrounding area to ensure data is comparable.
- 4. Recommendations Recommend as appropriate adjustments to faculty and staff salary structures and other important and relevant factors including pay structure, pay grades, pay range movements, hiring practices above minimum, credit for prior work experience, etc.

## G) Equity Analysis

- 1. Ensure the employees with like requirements and responsibilities are paid equitably
- 2. Provide rubric and justification for salary strata
- 3. Provide training that will enable HR to follow the recommendations and adjust as time and circumstances dictate.
- H) Provide follow-up status meetings at least biweekly.
- I) Prepare and deliver presentation(s) regarding survey results and recommendations to the College including a final written report and in person presentations as requested.

#### 4. COMPENSATION

#### 4.1 Compensation

o The company will provide SENMC with a price for its services.

### 4.2 Withholding or Other Benefits

Compensation paid pursuant to this Agreement shall not be subject to the customary withholding of income taxes and other employment taxes. The company shall be solely responsible for reporting and paying any such taxes. SENMC shall not provide the company with any coverage or participation in SENMC's health insurance, life insurance, disability income insurance, medical expense reimbursement, wage continuation plans, or other fringe benefits provided to regular employees. SENMC will provide the company a 1099 for tax purposes.

#### 5. TERMINATION

#### 5.1 Termination at Will

This Agreement may be terminated by SENMC immediately, at will, and in the sole discretion of SENMC. The company may terminate this Agreement upon 30 days written notice to SENMC. This Agreement also may be terminated at any time upon the mutual written agreement of SENMC and the company.

#### 6. INDEPENDENT CONTRACTOR STATUS

#### 6.1 Status

The company acknowledges that he/she is an independent contractor and is not an agent, partner, joint venturer, nor employee of SENMC. The company shall have no authority to bind or otherwise obligate SENMC in any manner beyond the terms of this Agreement, nor shall the company represent to anyone that it has a right to do so. The company further agrees that in the event that SENMC suffers any loss or damage as a result of a violation of this provision, the company shall indemnify and hold SENMC harmless from any such loss or damage.

## 6.2 Assignment.

The company shall not assign any of his/her rights under this agreement, or delegate the performance of any of his/her duties hereunder, without the prior written consent of SENMC.

### 7. REPRESENTATIONS AND WARRANTIES OF THE COMPANY

- 7.1 The company represents and warrants to SENMC that there is no employment contract or other contractual obligation to which the company is subject, which prevents the company from entering into this Agreement or from performing fully its duties under this Agreement.
- 7.2 The company represents that he/she is licensed by the appropriate licensing agency for the company's profession and that he/she is in good standing with such agency.

# **TERMS AND CONDITIONS**

Following the selection of a Contractor, SENMC will enter into good faith negotiation of a formal agreement that will be consistent with the provisions in this RFP and which will include the Southeast New Mexico College Standard Terms and Conditions. By submitting a proposal, Respondent acknowledges that these terms and conditions will be included in the agreement unless exceptions to the terms and conditions are included in the proposal. SENMC reserves the right to reject proposals requesting major deviations from the standard terms and conditions.

# PROPOSAL GENERAL INSTRUCTIONS

- 1. Proposals must be received by SENMC at Procurement Services no later than 5:00 P.M. (local time) at which time said proposals will be opened and recorded as received.
- 2. SENMC is seeking proposals from qualified individuals and/or companies in accordance with the RFP scope of work
- 3. Any inquiries or requests regarding clarification of this procurement document should be submitted to SENMC Procurement Services in writing at 1500 University Dr., Carlsbad, NM 88220, or. Respondents may only contact Procurement Services with questions regarding the Request for Proposals or other procurement documents. Other SENMC departments or employees do not have the authority to respond on behalf of SENMC. Respondents MAY NOT contact other SENMC departments. Any other communication will be considered unofficial and non-binding. Communication directed to parties other than Procurement Services will have no legal bearing on this RFP or resulting agreement(s).
- 4. Any contact during the RFP evaluation process, or attempt to have contact with the Evaluation Committee, where it is unsolicited by the Evaluation Committee's members, is grounds for disqualification of your offer.
- 5. Respondents should promptly notify Procurement Services of any ambiguity, inconsistency, error, or missing attachments that they may discover upon examination of the RFP. Any response made by Procurement Services will be provided in writing to all Respondents by addendum, no verbal responses will be authoritative.
- 6. No Addendum will be issued later than five (5) days before the date for receipt of proposals, except an Addendum withdrawing the Request for Proposal or one that extends the time for submission of proposals.
- 7. The envelope containing the completed proposal and literature **<u>must</u>** be marked "Request for Proposal" with corresponding RFP# and addressed as follows:

MAIL TO: Southeast New Mexico College

Procurement Services: Rebecca Silva

1500 University Dr. Carlsbad, NM 88220

PHYSICAL ADDRESS: SENMC Business Office

1500 University Dr. Carlsbad, NM 88220

OR SUBMIT THRU EMAIL: purchasing@senmc.edu

<u>Important Information</u>: All proposals must be submitted before the due date It is the Respondent's responsibility to ensure that RFP documents arrive before the established due date and time.

Respondents are strongly encouraged to review, create, and submit all bid responses several days in advance of the bid closing time. It is the responsibility of the Respondent to allow sufficient time for the hazards of traffic, weather, finding a parking space, and locating the proper office.

- 8. Any and all Proposals not received by the proposal submission date and time will rejected and returned unopened.
- 9. SENMC may, in its sole discretion, extend the time for the submission of offers if determined to be in the best interest of SENMC. Such extensions will be by addendum, which may be issued before the submission due date.
- 10. Definition: This section contains definitions that apply to this RFP and any Proposal submitted in response, except as may be otherwise noted in the Proposal:
  - "Agreement" will mean an agreement for the procurement of items of tangible personal property or services.
  - "Contractor" will mean the successful Respondent
  - "Determination" will mean a successful Respondent.
  - "Desirable" the terms "may", "can," "should," or "prefers," identify a desirable or discretionary item or factor.
  - "Evaluation Committee" will mean a body of SENMC employees and/or other representatives assigned to perform the evaluation of Respondent proposals.
  - "Finalist" is defined as a Respondent who meets all the mandatory specifications of the Request for Bid and whose score on evaluation factors is sufficiently high to qualify that Respondent for further consideration by the Evaluation Committee.
  - "Mandatory" the terms "must," "will," "is required," or "are required," identify a mandatory item or factor. Failure to meet a mandatory item or factor will result in the rejection of the Respondent's proposal or bid.
  - "Respondent" is any person, corporation, or partnership that chooses to submit a proposal or a bid.
  - "Purchase Order" will mean the document that directs a contractor to deliver items of tangible personal property or services pursuant to an existing agreement.
  - "Request for Proposal" or "RFP" means all documents, including those attached or incorporated by reference, used for soliciting proposals.

"Responsive Respondent" will mean a Respondent who submits a responsive offer and who has furnished, when required, information and data to prove its financial resources, production or service facilities, personnel, service reputation and experience are adequate to make satisfactory delivery of the services or items of tangible personal property described in the bid.

"Responsive Offer" will mean an offer that conforms in all material respects to the requirements set forth in the request for proposal.

- 11. Any exceptions to the terms and conditions, scope of work, and/or specifications will be listed separately in the proposal and unless otherwise stated. The specifications attached are the minimum requirements. The specifications submitted herein are all available to SENMC at the time of this mailing. Minor deviations to the listed specifications may be considered.
- 12. This request for proposal may be canceled or proposals may be rejected in whole or in part when it is in the best interest of SENMC.
- 13. SENMC reserves the right, in its sole discretion, to waive minor informalities in offers submitted provided that such informalities have no effect on price, quality, quantity, fitness, delivery or any matter to be evaluated in making a selection and confer no material advantage on the Respondent whose non-conformity is waived.
- 14. Any sole response received may be rejected by SENMC depending on available competition and timely needs of SENMC. SENMC reserved the right to award the agreement to the responsive Respondent submitting a Responsive Offer with the resulting agreement most advantageous and in the best interest of SENMC.
- 15. All costs incurred by a Respondent in connection with responding to this RFP, the evaluation and selection process undertaken in connection with this procurement, and any negotiations with SENMC will be borne by the Respondent.
- 16. This procurement in no manner obligates SENMC until a valid signed agreement or valid Purchase Order is executed.
- 17. SENMC may add to or delete from the Scope of Work set forth in this RFP.
- 18. SENMC reserves the right to eliminate any Respondent who submits incomplete or inadequate responses or is not responsive to the requirements of this RFP.
- 19. SENMC reserves the right to discontinue negotiations with any selected Respondent.
- 20. In submitting an offer to this invitation, Respondent certifies Respondent has not, either directly or indirectly, entered into action in restraint of full competition in connection with the proposal submitted SENMC.
- 21. The contents of the proposals will be kept confidential until SENMC awards an agreement.

At that time, all proposal documents pertaining to this procurement will be open to the public, except SENMC Procurement Services will not disclose or make public any pages of a bid on which the Respondent has stamped or imprinted "proprietary" or "confidential", except as otherwise required by law, and subject to the following requirements:

Proprietary or confidential data will be readily separable from the offer in order to facilitate eventual public inspection of the non-confidential portion of the offer. Confidential data is normally restricted to confidential financial information concerning the Respondent's Secrets Act, 57-3A-1 to 57-3A-7 NMSA 1978. The price of products offered or the cost of services proposed may not be designated as proprietary of confidential information.

- 22. Where a brand-name or equal specification is used in a solicitation, the use of a brand name Is for the purpose of describing the standard of quality, performance and characteristics desired and is not intended to limit or restrict competition. If a Respondent proposes and "equal" to scope of work/specifications, SENMC reserves the right to refuse any or all Proposals and is the sole interpreter of the scope of work/specifications and sole judge as to Whether the "equal" proposed complies with the scope of work/specifications.
- 23. By responding to RFP, Respondents acknowledge and agree to the terms and conditions set forth in this RFP.
- 24. Respondent will submit one (1) original proposal **and/or** one (1) identical emailed copy of the proposal to the location specified in item 7 of this section. Fax copies are not accepted.
- 25. In accordance with 13-1-129 NMSA 1978, Respondents are hereby notified that other Governmental entities within the State of New Mexico, or as otherwise allowed by their Respective governing directives may contract for services with the awarded Respondent.
- 26. A business (contractor, subcontractor or supplier) that has either been debarred or suspended Pursuant to the requirements of 12-1-177 through 13-1-180, and 13-4-11 through 13-14-17 NMSA 1978 as amended, will not be permitted to do business with SENMC and will not be Considered for award of the agreement during the period it is debarred or suspended.
- 27. By submitting a proposal, the Respondent certifies that no relationship exists between the Respondent and SENMC that interferes with fair competition or is a conflict of interest; and no relationship exists between such Respondent and another person or firm that constitutes a Conflict of interest adverse to SENMC.
- 28. The Procurement Code, Sections 13-1-28 through 13-1-199 NMSA 1978, imposes civil and Criminal penalties for its violation. In addition, the New Mexico criminal statutes impose Felonies penalties for bribes, gratuities, and kickbacks.

# **PROTESTS**

- 1. Any Respondent who is aggrieved in connection with a solicitation or award of an agreement (Protestant) may protest to SENMC Procurement Services in accordance with the requirements of the Contracting Procurement Regulations and the State Procurement Code. The protest should be made in writing within 24 hours after the facts or occurrences giving rise thereto, but in no case later than 15 calendar days after the facts or occurrences giving rise thereto (13-1-172 NMSA 1978). The protest must be in writing and delivered to the Director of Finance, Procurement Services (Director), Southeast New Mexico College, 1500 University Dr., Carlsbad, NM 88220.
- 2. In the event of a timely protest under this section, the Director of Finance and SENMC may not proceed further with the procurement unless the Director of Finance makes a determination that the award Agreement is necessary to protect substantial interests of SENMC (13-1-173 NMSA1978).
- 3. The Director of Finance or her/his design have the authority to take any action reasonably necessary to resolve a protest of an aggrieved Respondent concerning a procurement. This authority will be exercised in accordance with adopted regulations, but will not include the authority to award money damages or attorneys' fees (13-1-173 NMSA 1978).
- 4. The Director of Finance or her/his designee will promptly issue a determination relating to the protest. The determination will:
  - a. State the reasons for the action taken; and
  - b. Inform the Protestant of the right to judicial review of the determination pursuant to 13-1-183 NMSA 1978.
- 5. A copy of the determination issued under 13-1-175 NMSA 1978 will immediately be mailed to the Protestant and other Respondents involved in the procurement (13-1-176 NMSA 1978).

# **EVALUATION CRITERIA**

Each proposal may be awarded points up to the numeric value listed below. Points will be awarded in compliance with 13-1-21 NMSA 1978 for New Mexico In-State Resident Business and Resident Veteran Business. If a proposal is a joint venture, the Respondent should state in the submitted proposal the percentage of work that will be performed by the Resident Business and/or Resident Veteran Business. A Respondent cannot be awarded both a resident preference and a resident veteran business preference. Respondent must include a copy of the certificate issued by the State of New Mexico Taxation & Revenue Department in their proposal. Proposals must address each of the following criteria:

| Relevant Firm Experience  | 35  |
|---|-----|
| Response and Approach to Requested Scope of Work  | 30  |
| Relevant Staff Experience and Qualifications  | 15  |
| Cost of Service   | 20  |
| New Mexico Resident Business Preference: 5% of the total possible points to a resident business. Respondent must include a copy of their In-State Certificate issued by State of New Mexico Taxation & Revenue Dept.  | 5   |
| Veteran New Mexico Resident Business Preference:  10% of the total possible points to a resident veteran business. To qualify a Respondent must include a copy of their Resident Veteran Certificate issued by State of New Mexico Taxation & Revenue Department.  • 10 Points for Resident Veteran Business/Contractor with annual gross revenues of up to three million dollars (\$3,000,000) in the preceding tax year as verified by State of NM Tax & Revenue. | 10  |
| Total Possible Awarded Points   | 115 |

**Note**: Failure to adequately address and meet the above requirements may be cause for the proposal to be deemed non-responsive by SENMC Procurement Services.

## **SUBMITTAL REQUIREMENTS**

## (For ease of evaluation, Proposals should be formatted in the order as listed below)

The Respondent is particularly encouraged to address all points to be evaluated as described in each factor of the evaluation criteria. If a factor of evaluation is not adequately responded to by the Respondent, the Respondent may be determined to be non-responsive. The Respondent should contact SENMC for clarification of evaluation criteria or terminology.

Proposals must not exceed thirty-five (35) single-sided pages, excluding front and back cover, vendor questionnaire, debarment and suspension certificate, non-collusion certificate, copy of In-State preference certificate, any required attachments, blank dividers, table of contents, and Federal form requirement. Additional Documents will be found on the SENMC Website under Procurement Tab.

## **Proposals Must Include:**

## A letter of transmittal containing the following:

- A. Name, address, telephone/fax number and email address of business
- B. Primary contact
- C. Authorized signature and title of Respondent
- D. Date of proposal
- E. Statement that Respondent has the ability to provide the services requested and will comply with the agreement terms and conditions set forth in this RFP and acknowledgement of any addendums unless specifically requesting changes to certain terms and conditions, if awarded an agreement.

Relevant Firm Experience: Overview of current and prior experience in work comparable to the scope of work required in this RFP. Include years of experience providing these services for institutions of comparable size and complexity. Demonstrate the firm's ability to act in this capacity for SENMC, the capability to handle the proposed workload, and industry performance supporting the Respondent's ability to perform the required services in a timely, effective, and efficient manner. Include a list of at least three (3) client references, including name and telephone number of clients for which these services have been performed, currently or in the recent past. Please do not include SENMC personnel.

**Response and Approach to Requested Scope of Work:** Provide an in-depth response to the requested Scope of Work with a detailed description of services to be offered and an indication of capabilities to provide these services. Any services that cannot be provided as required should be noted.

Relevant Staff Experience and Qualifications: Background, qualifications, education, training, and years of experience of personnel who will be providing services to SENMC. A resume is recommended. All information should be included for any subcontractor the Respondent has indicated to be part of the project team. Include all areas of work to be performed by the subcontractor(s).

Cost of Service: A fee proposal must be included; list your firm's detailed pricing for the services. Include other details as needed.

Attachment: Debarment & Suspension Form, Non-Collusion Form, and Vendor Questionnaire.

## PROPOSAL CHECKLIST

- ✓ Include one (1) original **OR** one (1) identical electronic copy of your proposal. Please provide a Jump Drive with the proposal loaded if submitting a hard copy. Fax copies are not accepted.
- ✓ Include List of References.
- ✓ Acknowledge all addenda in letter of transmittal.
- ✓ Review all clarifications/questions/answers.
- ✓ Clearly mark your proposal with "Request for Proposal" and the corresponding RFP number on the front of the envelope.
- ✓ Deliver sealed proposal to Southeast New Mexico College, Procurement Services located in Carlsbad, New Mexico 88220 **OR** to purchasing@senmc.edu before due date.

If not completed as required, your proposal may be deemed non-responsive.

Contact Procurement Services immediately if any portion of the RFP is missing. This Proposal Checklist is for informational purposes only and is not required to be submitted with your proposal. The Proposal Checklist is not all inclusive so Respondents are advised to read the RFP carefully to ensure all items are addressed in your proposal.

# Staff (Exempt & Nonexempt) Salary Table Effective 4.1.22

|              | Entry          |                  |                | Lst Qtile        |                | Midpoint         |                | 3rd Qtile        | Maximum        |                  |  |
|--------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|--|
| Pay<br>Level | Hourly<br>Rate | Annual<br>Salary |  |
| 6            | 15.66          | 32575.41         | 17.68          | 36779.54         | 19.70          | 40982.66         | 21.72          | 45185.77         | 23.75          | 49388.89         |  |
| 7            | 18.18          | 37830.07         | 20.46          | 42558.95         | 22.74          | 47287.84         | 25.01          | 52015.71         | 27.28          | 56744.59         |  |
| 8            | 20.71          | 43083.71         | 23.49          | 48863.12         | 26.27          | 54643.54         | 28.80          | 59897.18         | 31.32          | 65151.84         |  |
| 9            | 24.25          | 50439.41         | 27.28          | 56744.59         | 30.31          | 63049.77         | 33.34          | 69354.95         | 36.38          | 75660.13         |  |
| 10           | 27.78          | 57796.13         | 31.32          | 65151.84         | 34.87          | 72507.54         | 38.14          | 79337.48         | 41.42          | 86168.43         |  |
| 11           | 31.82          | 66202.36         | 35.87          | 74608.59         | 39.91          | 83015.84         | 43.95          | 91422.07         | 47.99          | 99829.31         |  |
| 12           | 36.89          | 76710.66         | 41.42          | 86168.43         | 45.97          | 95625.18         | 50.52          | 105082.95        | 55.06          | 114540.72        |  |
| 13           | 41.93          | 87218.95         | 47.24          | 98253.02         | 52.55          | 109286.07        | 57.84          | 120320.13        | 63.15          | 131354.20        |  |
| 14           | 48.51          | 100879.84        | 54.56          | 113489.18        | 60.62          | 126099.54        | 66.69          | 138709.90        | 72.75          | 151319.25        |  |
| 15           | 55.57          | 115591.25        | 62.65          | 130302.66        | 69.72          | 145014.07        | 76.78          | 159726.49        | 83.86          | 174437.90        |  |
| 16           | 64.16          | 133455.25        | 72.25          | 150268.72        | 80.33          | 167082.20        | 88.15          | 183369.90        | 95.99          | 199657.61        |  |
| 17           | 73.75          | 153421.31        | 83.10          | 172861.61        | 92.46          | 192301.90        | 101.54         | 211216.43        | 110.64         | 230131.97        |  |
| 18           | 84.87          | 158885.06        | 95.48          | 178746.58        | 106.09         | 198607.08        | 116.69         | 223432.97        | 127.30         | 248258.85        |  |

| Degree   | Rank/Years | 0              | 1               | 2               | 3         | 4         | 5         | 6         | 7         | 8         | 9         | 10        | 11        | 12         | 13         | 14         | 15         |
|--|------------|----------------|-----------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|
| Associates   | Instructor | 60,934.80      | 61,985.40       | 63,036.00       | 64,086.60 | 65,137.20 | 66,187.80 | 67,238.40 | 68,289.00 | 69,339.60 | 70,390.20 | 71,440.80 | 72,491.40 | 73,542.00  | 74,592.60  | 75,643.20  | 76,693.80  |
| Bachelors  | Instructor | 64,349.25      | 65,399.85       | 66,450.45       | 67,501.05 | 68,551.65 | 69,602.25 | 70,652.85 | 71,703.45 | 72,754.05 | 73,804.65 | 74,855.25 | 75,905.85 | 76,956.45  | 78,007.05  | 79,057.65  | 80,108.25  |
| Masters  | Instructor | 67,763.70      | 68,814.30       | 69,864.90       | 70,915.50 | 71,966.10 | 73,016.70 | 74,067.30 | 75,117.90 | 76,168.50 | 77,219.10 | 78,269.70 | 79,320.30 | 80,370.90  | 81,421.50  | 82,472.10  | 83,522.70  |
| MSN  | Asst Prof  | 72,806.58      | 73,857.18       | 74,907.78       | 75,958.38 | 77,008.98 | 78,059.58 | 79,110.18 | 80,160.78 | 81,211.38 | 82,261.98 | 83,312.58 | 84,363.18 | 85,413.78  | 86,464.38  | 87,514.98  | 88,565.58  |
| Terminal   | Asst Prof  | 74,592.60      | 75,643.20       | 76,693.80       | 77,744.40 | 78,795.00 | 79,845.60 | 80,896.20 | 81,946.80 | 82,997.40 | 84,048.00 | 85,098.60 | 86,149.20 | 87,199.80  | 88,250.40  | 89,301.00  | 90,351.60  |
| Degree   | Rank/Years | First promotic | on I            | Promotion       | 3         | 4         | 5         | 6         | 7         | 8         | 9         | 10        | 11        | 12         | 13         | 10         | 45         |
| Associates   |            | <b>p</b>       | ···             | 67,133.34       | 68.183.94 | 69,234.54 | 70,285.14 | 71,335.74 | 72,386.34 | 73,436.94 | 74,487.54 | 75,538.14 | 76,588.74 | 77,639.34  | 78,689.94  | 70 740 54  | 15         |
| Bachelors  | Asst Prof  |                |                 | 70,769.73       | 71,820.33 | 72,870.93 | 73,921.53 | 74,972.13 |           | 77,073.33 | 78,123.93 |           | 80,225.13 | 81,275.73  |            | 79,740.54  | 80,791.14  |
| Masters  | Asst Prof  |                |                 | 74,406.12       | 75,456.72 | 76,507.32 | 77,557.92 | 78,608.52 | 79,659.12 | 80,709.72 | 81,760.32 | 82,810.92 | 83,861.52 | 84,912.12  | 82,326.33  | 83,376.93  | 84,427.53  |
| MSN  | Assoc Prof |                |                 | 79,776.79       |           |           | 82,928.59 | 83,979.19 | 85,029.79 | 86,080.39 | 87,130.99 | 88,181.59 |           |            | 85,962.72  | 87,013.32  | 88,063.92  |
|  | Assoc Prof |                |                 | 81,678.90       |           | _         | 84,830.70 | 85,881.30 | 86,931.90 | 87,982.50 | 89.033.10 | _         | 89,232.19 | 90,282.79  | 91,333.39  | 92,383.99  | 93,434.59  |
| Terminar   | A330C FTOT |                | Į.              | 81,078.30       | 02,723.30 | 03,760.10 | 64,630.70 | 03,001.30 | 80,931.90 | 67,362.30 | 89,033.10 | 90,083.70 | 91,134.30 | 92,184.90  | 93,235.50  | 94,286.10  | 95,336.70  |
| Degree   | Rank/Years | Second prom    | otion           |                 |           |           | Promotion | 6         | 7         | 8         | 9         | 10        | 11        | 12         | 13         | 14         | 15         |
| Associates   | Assoc Prof |                |                 |                 |           |           | 74,853.67 | 75,904.27 | 76,954.87 | 78,005.47 | 79,056.07 | 80,106.67 | 81,157.27 | 82,207.87  | 83,258.47  | 84,309.07  | 85,359.67  |
| Bachelors  | Assoc Prof |                |                 |                 |           |           | 78,726.43 | 79,777.03 | 80,827.63 | 81,878.23 | 82,928.83 | 83,979.43 | 85,030.03 | 86,080.63  | 87,131.23  | 88,181.83  | 89,232.43  |
| Masters  | Assoc Prof |                |                 |                 |           |           | 82,599.18 | 83,649.78 | 84,700.38 | 85,750.98 | 86,801.58 | 87,852.18 | 88,902.78 | 89,953.38  | 91,003.98  | 92,054.58  | 93,105.18  |
| MSN  | Professor  |                |                 |                 |           | - 1       | 91,221.44 | 92,272.04 | 93,322.64 | 94,373.24 | 95,423.84 | 96,474.44 | 97,525.04 | 98,575.64  | 99,626.24  | 100,676.84 | 101,727.44 |
| Terminal   | Professor  |                |                 |                 |           | [         | 93,313.77 | 94,364.37 | 95,414.97 | 96,465.57 | 97,516.17 | 98,566.77 | 99,617.37 | 100,667.97 | 101,718.57 | 102,769.17 | 103,819.77 |
| Degree Rank/Years Third promotion (originally hired as instructors)  Promotion 9 10 11 12 13 14 15 |            |                |                 |                 |           |           |           |           |           |           |           |           |           |            |            |            |            |
|  |            | inira promoti  | ion (originally | y nirea as inst | ructors)  |           |           |           |           | Promotion | 9         | 10        | 11        | 12         | 13         | 14         | 15         |
| Associates   |            |                |                 |                 |           |           |           |           |           | 85,806.02 |           | 87,907.22 | 88,957.82 | 90,008.42  | 91,059.02  | 92,109.62  | 93,160.22  |
|  |            |                |                 |                 |           |           |           |           |           | 90,066.05 |           | 92,167.25 | 93,217.85 | 94,268.45  | 95,319.05  | 96,369.65  | 97,420.25  |
| Masters  | Professor  |                |                 |                 |           |           |           |           |           | 94,326.08 | 95,376.68 | 96,427.28 | 97,477.88 | 98,528.48  | 99,579.08  | 100,629.68 | 101,680.28 |

6.5% increase from Instructor to Asst Prof\*
6.5% increase from Asst Prof to Assoc Prof\*
10% increase from Assoc Prof to Prof\*
\$1050 per year longevity pay increase
MSN entry at Assistant Professor
\*If promoted at first opportunity

| Promoted a | t first opportunity | Total earned Av | erage/yr |
|------------|---------------------|-----------------|----------|
| Associates | Instructor          | 1,254,583       | 78,411   |
| Bachelors  | Instructor          | 1,317,174       | 82,323   |
| Masters    | Instructor          | 1,379,765       | 86,235   |
| MSN        | Asst Prof           | 1,437,203       | 89,825   |
| Terminal   | Asst Prof           | 1.469.191       | 91.824   |